

STRATEGIC PLAN REVIEW & UPDATE

December 12, 2023



CEDAR
INTERNATIONAL
SCHOOL
BRITISH VIRGIN ISLANDS

Cedar's current strategic plan went into effect in 2011 and as a 10-year plan has guided progress throughout the last decade. The plan was divided into five strands, with a broad goal for each:

1. Academic Excellence: Strengthen programmes.
2. Finances: Ensure financial stability.
3. Human Resources: Foster faculty and staff excellence.
4. Facilities: Provide a safe, flexible and innovative campus.
5. Community Perception: Identify new approaches for promoting a positive public perception.

More specific goals were put in place to guide development in each area. Below is a review of progress in each area, including notations on where the path of the strategic plan necessarily diverged as unforeseen circumstances demanded new priorities.

Academic Excellence

1. *Maintain accreditation status through successful accreditation visits.*
 - a. **STATUS: Achieved and ongoing**
 - b. Cedar has filed reports and/or hosted visits on 7 occasions since 2011. All have been successful.
 - i. Five Year Report and Visit with CIS-MSA (2012)
 - ii. IB MYP Verification Report and Visit (2012)
 - iii. IB PYP Verification Report and Visit (2013)
 - iv. IB DP Verification Report (2015)
 - v. Preparatory visit for CIS-MSA re-accreditation (2016)
 - vi. Synchronised visit of for CIS-MSA re-accreditation and IB PYP-MYP re-authorisation (2017)
 - vii. First Report on Planning and Progress for CIS-MSA (2019)
 - viii. Preparatory Visit for new accreditation cycle (2022)
 - c. All reports and visits have been successful and re-affirmed Cedar's status.
 - d. *Next Up: Self-study is in progress for a re-accreditation visit planned for March 2024*
2. Complete electronic documentation of curriculum and Ensure Vertical and Horizontal integration of curriculum
 - a. **STATUS: Achieved and ongoing**
 - b. Both of these have been completed and maintained as part of accreditation requirements. They remain an ongoing task due to continuing evolutions of curricula. For example: Vertical alignment of Math and Spanish curricula reviewed in 2019, leading to new primary math program implemented in 2021.
 - c. The Preparatory Visit hosted in 2022 found standards met in this area.

3. Enhance secondary learning experience through exchange opportunities and new programs.
 - a. **STATUS: Achieved and ongoing**
 - b. Extended day, electives, experiential ed/travel, university advising started in 2013.
 - c. Spanish exchange program with SEK Catalunya implemented in 2016.
 - d. Student Affairs position created to re-launch and manage
 - i. Inter-House competitions
 - ii. Secondary specific student leadership organizations
 - iii. Elective and Experiential Ed programs
 - e. Additional curricular programs include drama, design/woodworking, business management, economics, sports science
 - f. Scholarship program bolstered enrolment and improved retention, leading to more enrolment and participation in programs
 - g. Resulted in nearly 50% gain in secondary enrolment over last 12 years

4. Maintain DP pass rates which exceed the international pass rate.
 - a. **STATUS: Rejected this strand as it is philosophically at odds**
 - b. As an inclusive school requiring every student to take DP, much more focus is on student growth. Our students do well on DP exams, but it is important that all students have the chance to attempt the DP, regardless of result.

5. Develop a five-year technology plan.
 - a. **STATUS: Addressed in a more ad hoc way and ongoing**
 - b. Introduction of laptop program in secondary, iPads/chromebooks in primary
 - c. Improved wifi service throughout the school
 - d. Move to collaborative, cloud-based platforms: ManageBac, Google docs, Toddle
 - e. Move to leased printers and photocopiers
 - f. Upgrading of server, firewall, and cybersecurity
 - g. Current focus on online citizenship and classroom technology

6. Complete needs and growth assessment.
 - a. **STATUS: Addressed in a more continuing way to ensure relevance**
 - b. Action plans guided by analysis of ISA results, accreditation feedback, etc.

7. Maintain diverse student and faculty bodies.
 - a. **STATUS: Achieved and ongoing**
 - b. Implementation of financial aid and scholarship program
 - c. Implementation of Solution Studio
 - d. International and local recruiting of staff, with more than 20 nationalities represented (30% BVI/Belongers, 17% Caribbean, and 53% non-Caribbean)
 - e. Leadership also reflects diversity, with Division Heads and IB Coordinators hailing from the Caribbean region (including the BVI and St. Lucia) as well as the US, UK, and France.

Finances

1. Generate additional funds through fundraising activities.
 - a. STATUS: Achieved and ongoing
 - b. Professionalism of development office and focus on scholarships has led to a substantial increase in donations, totaling more than \$350k annually
 - c. Pitch project completely funded by capital campaign
 - d. Currently focused on launch of Arts campaign to expand Cedar's arts facilities and programs
2. Start and maintain a financial reserve for funding growth and for variables requiring immediate funding.
 - a. STATUS: Not achieved
 - b. Irma and COVID pandemic have highlighted need
 - c. Focus has been on paying off Irma debt, which is now complete, and adapting campus and programs as needed through COVID
3. Increase parental/friends support and involvement.
 - a. STATUS: Partially achieved
 - b. Revival of PTA in 2012 has led to Increase in positive contributions over last 10 years.
 - c. *Effort to organize/engage alumni are now underway, with the establishment of an Alumni database and the dissemination of an alumni survey.*
4. Develop strategic alliances.
 - a. STATUS: Achieved but ongoing
 - b. Relationships with community partners for programs (TSC, Manatees, Green VI) and fundraising (UniteBVI, St. Georges, YEP, Ciboney)
 - c. Potential to further explore relationship with HLSCC
5. Ensure the comprehensive financial plan is in accordance with the growth plan.
 - a. STATUS: State of finances due to extreme adversity (hurricanes and global pandemic) has inhibited such coordination of planning
6. Explore how Cedar can benefit from government assistance.
 - a. STATUS: Achieved and ongoing
 - b. Payroll tax exemption achieved
 - c. COVID stimulus received
 - d. Work Permit relief has been sought but not yet granted, though expediting of permits has been facilitated and more staff are now work permit exempt
7. Use grants to finance special projects.
 - a. STATUS: Achieved and ongoing
 - b. UniteBVI grants for the Pitch and for the Performing Arts

Human Resources

1. Implement measures to maintain and improve faculty retention.
 - a. **STATUS: Achieved and ongoing**
 - b. Structured orientation and settling in process
 - c. Implementation of mentor program
 - d. Utilization of leadership, overage, clubs and ASC opportunities
 - e. Administrative approach that promotes quality of work life (EA support, free periods/collaboration time, compassionate family first policy, staff child care...)
 - f. Average tenure of current faculty is 7 years with a median of 5 years). This is up from average tenure of 6 years with a median of 4 years in 2018, and up further still from a decade ago.

2. Maintain an internationally competitive pay package and progressive benefits.
 - a. **STATUS: Not achieved – Cedar pay is not keeping up with cost of living in BVI**
 - b. Yearly increases help, but don't close gap
 - c. Utilization of leadership, overage, clubs and ASC opportunities further help
 - d. Figuring out how to address this in a more impactful way must be part of new strategic plan

3. Recruit qualified teachers from the region.
 - a. **STATUS: Achieved when possible – must fit the needs of the school**
 - b. We have been successful in adding a number of teachers and leaders (both local and expat alike) from the BVI and from the wider Caribbean region.
 - c. BVI/Belongers make up 30% of staff, other Caribbean nationals make up 17%.
 - d. The Head of Secondary, PYP Coordinator, MYP Coordinator and Solution Studio Coordinator are all BVI Islanders or Belongers. The Head of Primary is St. Lucian.

4. Hire the right people with the right credentials at the right time.
 - a. **STATUS: Achieved and ongoing**
 - b. Highly qualified staff, with 70% of teachers/leaders holding advanced degrees.
 - c. We have intentionally hired to bring expertise to programs as we see deficits or add new programs. (PreK-3, DP Maths, Drama, Business, University Advising, school counselor, etc.)
 - d. This is also true in non-instructional positions, where we have hired specific expertise for Facilities and Finance positions to improve these functions and improve overall school performance

5. Ensure IB training guidelines are met or exceeded.
 - a. **STATUS: Achieved and ongoing**
 - b. Meeting training requirements with rotating schedule and as new programs are rolled out.
 - c. All new hires are trained upon entry if they do not already have IB training.
 - d. Number of IB examiners, workshop leaders, etc. on staff.

6. Develop a structured professional development plan.
 - a. **STATUS: Achieved and ongoing**
 - b. PD is guided by IB requirements, faculty survey, and school priorities based on assessment of individual staff needs or programmatic needs.

7. Develop strategic alliances with the Dept of Ed, HLSCC, and other schools in the region.
 - a. **STATUS: Significant progress achieved**
 - b. Cedar leaders attend Ministry of Ed principals meetings
 - c. Ministry has utilized Cedar's campus for a Family Night event
 - d. Close contact and communication in aftermath of Irma and during COVID
 - e. Utilisation of BVI History professors from HLSCC to help induct new staff
 - f. Support of Cedar teachers taking VI history courses at HLSCC
 - g. Some shared professional development with DoE
 - h. Difficult to "share" staff due to specific nature of IB courses and philosophy
 - i. Exploring initiatives with HLSCC, including Arts fundraising

Facilities

1. Create and implement a facilities maintenance plan.
 - a. **STATUS: In progress**
 - b. Comprehensive manual not in place, but strategic steps taken to address aging issues of campus – to be codified into a manual by Facilities Manager
 - c. Hired grounds person to add to capacity
 - d. Switched to third-party cleaning service to improve performance while reducing costs of cleaning.

2. Enhance and expand facilities to meet the curricular and co-curricular needs of the school.
 - a. **STATUS: Achieved and ongoing**
 - b. Acquisition of new land and leased land
 - c. Addition of Terrace and Coordinator offices, Solution Studio, staff parking, design workshop, outdoor areas (skate park, PTA deck, playground improvements, etc.)
 - d. Replaced pitch and lights
 - e. *Next Steps: Develop performing arts centre on new land, build Design classroom, improve sustainability (renewable energy, efficient AC, upgrade electrical system)*

3. Create a facilities and physical asset replacement plan.
 - a. **STATUS: In progress**
 - b. AC units and classroom technology highlight the need

Community Perception

1. Develop a structured marketing plan in conjunction with key messages, and then review and revise as needed given the growth and changes of the school.
 - a. **STATUS: Achieved and ongoing**

- b. Overall re-branding took place in 2016
 - c. Key messages have focused on campaigns: Scholarship, What do you love about Cedar?, Cedar as critical part of the infrastructure for recruiting talent and providing stability through Irma and pandemic)
 - d. Revival of Annual Report planned for Jan 2024
 - e. *Next Up: Engage Alumni*
2. Define fundraising goals and activities and execute them according to plans using the strategic development framework, and then review and revise as necessary.
 - a. **STATUS: Achieved and ongoing**
 - b. Annual goals have been to close the operating gap. Advocacy of the scholarship program has enabled support to increase. Gifts are now annualized.
 - c. Events have been streamlined and professionalized, with clear focus and strategic partners: YEP, St. George's, Ciboney, HLSCC
 - d. Relationship with PTA provides outlet for community building events
 - e. Focused campaigns for specific goals (Pitch, Arts)
 3. Enhance and maintain participation in community activities by students and faculty.
 - a. **STATUS: Achieved and ongoing**
 - b. Cedar Connect, service at all levels, internships, VI Culture Week, local experiences during travel week, interscholastic sports, etc.
 - c. Cedar Outreach Project in the aftermath of Irma
 4. Invite prominent people to visit the school and to speak to student groups.
 - a. **STATUS: Achieved and ongoing**
 - b. Speakers at graduation, VI Culture Week, speakers tied to specific units (election cycle, reading week, etc.)
 - c. Field trips out into the community also achieve this goal.
 5. Engage support from a wider group of local businesses.
 - a. **STATUS: Some limited success**
 - b. Gala tables from Flow, One Mart, etc. and donations from Delta Petroleum have occurred in the past 10-years
 - c. Targeted in-kind contributions from Island Department Store, Drake's, etc.
 - d. Pitch support included giving from a number of local businesses

NOTABLE ACHIEVEMENTS OVER PAST 12 YEARS

1. Expansion of secondary curricular and co-curricular programs leading to enrolment growth of nearly 50% (97 students in 2011 to 142 students in 2022)
2. Addition of 3-year-old program
3. Move to International Schools Assessment (ISA) for global benchmarking
4. Implementation of scholarship program
5. Launch and growth of Solution Studio

6. Overall enrolment growth of 20% (222 students in 2011 to 266 students in 2024)
7. Expansion of campus land through purchase and lease
8. Enhancement of existing facilities (Pitch, Solution Studio, Secondary Terrace, Development and Coordinator offices, staff car park, design workshop and garden, skate park, reflection area, PTA deck and other playground improvements)
9. Professionalizing of development office (strategic marketing, rebranding, more than tripling of annual giving)
10. Professionalizing of university advising program
11. Launched steel pan and fungi initiatives to build momentum in culturally relevant, community based performing arts.
12. Accomplished all of the above while curtailing tuition increases over previous period. Average increase from 2006 to 2012 was 10.3%. Average increase from 2013 to 2020 was 2.6%.
13. Demonstrated resiliency during Irma, reaching out to community, inspiring confidence, solidifying the Cedar community, and underscoring the importance of Cedar to the BVI economy and family stability.
14. Demonstrated resiliency and adaptability during COVID pandemic, rolling out outline program for continuity of learning, adapting campus to enable return to in person classes, implementing protocols to reduce risk on campus.

DRAFT PRIORITIES FOR NEXT STRATEGIC PLAN

1. Academic excellence
 - a. Maintain progress with academic programs, enrolment, staff quality, etc.
 - b. Explore feasibility and value of adding IB Career-related Program
2. Finances
 - a. Start financial reserve for security and capital improvements
 - b. Increase revenue from auxiliary streams (LunchBox, facility rental, etc.)
 - c. Develop and implement plan to produce revenue from new land
3. Human Resources
 - a. Improve staff compensation to keep up with BVI cost of living
4. Facilities
 - a. Construct arts centre to improve programs and diversify revenue streams
 - b. Improve sustainability of campus (renewable energy, AC efficiency)
5. Community Perception
 - a. Maintain progress with community engagement
 - b. Engage Alumni
 - c. Increase network of support